

CIVIL Annual Report

October 2000 - September 2001

I. Introduction

This is the second annual report of the operation of CIVIL, NIH's coordinated violence prevention and response effort. CIVIL's goals are not only to help address actual incidents in a coordinated and effective way, but also to identify and handle potentially disruptive situations before they become violent and to train staff in recognizing and properly handling matters of potential concern early on.

II. Fiscal Year 2001 accomplishments

CIVIL met, in full or in part, all the FY 01 goals it had established at its annual planning retreat, held in May, 2000. These goals, some of which are described in more detail under the subcommittee reports below, were:

1. Completed issuance of an Administrative Manual Chapter in December, 2000. A copy was put on the CIVIL website and later e-mailed to all manual chapter contact points;
2. Continued on-going coordination efforts, including reporting and information sharing to the extent possible, and appropriate, with Response Team components (the NIH Police, Employee Assistance Program (EAP), and the Center for Cooperative Resolution (CCR)), as well as with the Continuation of Operations Plan (COOP) members;
3. Completed internal publication of Operating Guidelines for Response Team members on methods for handling in-take calls on CIVIL line, maintaining records, and advising callers of role and responsibility of CIVIL, including confidentiality and anonymity issues;
4. Developed and updated computerized data tracking system;
5. Received updates on NIH review of internal security needs, especially after events of September 11, 2001;
6. Arranged contracting process for experts or consultants to call if needed in an emergency;
7. Arranged for and notified Personnel Officers of accessibility of EAP and Work and Family Life Center for a period of time by employees who are involuntarily separated from the Federal Service;

8. Developed and disseminated to Personnel Officers recommendations of standard language for inclusion in termination proposals and decision letters;
9. Procured TTY telephone equipment and number of 301-402-9499 for NIH's hearing-impaired community; and,
10. Disseminated CIVIL information to NIH community through:
 - ❖ enhancements to web page;
 - ❖ representation at NIH fairs and cafeterias at NIH sites;
 - ❖ distribution of CIVIL Conversations and leaflets;
 - ❖ presentations to staff;
 - ❖ articles in NIH publications; and,
 - ❖ co-sponsorship of speakers/seminars/conferences.

Structural changes

The expansion of the Advisory Committee was implemented, with 5 new members seated, including an additional Executive Officer (for a total of three); a member of the EEO community in addition to representation from the Diversity Council; a Union representative; and additional program staff from both the intramural and extramural programs. All are serving three year terms, and the terms of the Executive Officers are staggered so there will always be two EO's with previous CIVIL experience on the Advisory Committee.

The Prevention and Education subcommittees were merged into one, thus CIVIL now has three subcommittees. Because so much of the infrastructure of CIVIL is now functionally operating, the Advisory Committee changed from meeting twice monthly to meeting once a month, on the second Tuesday, from 2:00 to 3:00.

Policy Subcommittee Accomplishments

Our website has been updated and continues to have additional material uploaded and links established. Additions since October 2000 include:

- New documents and links under "What is Workplace Violence", including "A Report to the Nation," February 2001 from the University of Iowa
- Updated the Executive Officer names under IC Liaisons
- Posted the Administrative Manual Chapter under "The NIH Program...."
- Updated "Other NIH Resources"
- Added CIVIL Conversations 1 and 2 under "Prevention Strategies"
- Listed additional external training resources under "Prevention Strategies"

- Added “Guidance for Supervisors” under “Responding to Violence” and “Guidance for Supervisors” section
- Added “Workplace Violence in the News” linking to various news articles
- Requested guidance on conducting administrative inquiries; posted on OHRM site
- Updated with links to numerous resources after September 11 tragedies

The URL is advertised and published on our marketing instruments. It is <http://civil.nih.gov> and has been accessed by both internal and external sources. Attachment A shows the latest levels of website usage.

Prevention/Education Subcommittee Accomplishments

Joint venture: CIVIL partnered with the Recreation and Welfare Association (R&W), the Work and Family Life Center, and the NIAID to collect used cell-phones for refurbishing and distribution to victims of domestic abuse. We entered into this activity since domestic violence has major impact at the workplace, including decreased productivity for both the victim and colleagues. In addition, fear and possible danger to the partner and/or colleagues if the abuser comes to the workplace are also directly related to domestic violence. Pre-programmed phones, set to call 911, provide a greater measure of security for a victim. We collected approximately 250 phones from January 28 - April 28, 2001.

Publications: Notices regarding cell phone collection
CIVIL Conversation 1 distributed by all-hands e-mail
Pay stub notice reminding staff of cell phone collection

This subcommittee contributed to many of the enhancements on the web, to the continuing development and distribution of materials, and to the development of partnerships with other organizations interested in violence prevention. A list of the different presentations given by CIVIL is found in Attachment B.

Aftermath Subcommittee Accomplishments

Identification of contracting resource in case of emergencies beyond the scope of existing NIH staff/contractors or in areas not serviced by existing agreements. Establishment of initial contacts with community providers, such as the Red Cross.

III. Staffing and Budget

CIVIL has one full-time, dedicated FTE, approved by the Deputy Director of NIH. That position serves both as the primary Response Coordinator and as the principal staff support for the CIVIL Advisory Committee. In addition, the Office of Human Resource Management of the Office of the Director has supplied other personnel resources through the deployment of two OHRM staff members as back-up Response Coordinators, as needed. One of these back-up coordinators has CIVIL duties assigned on an on-going basis, thus that person attends CIVIL Advisory Committee meetings, participates in one or more of the subcommittees, and assists in

administrative functions as well as response responsibilities in order to have a minimum of two fully-versed people qualified to handle calls to CIVIL .

The CIVIL Advisory Committee has grown over the course of CIVIL's existence to include 17 individuals. The current CIVIL roster is attached in Attachment C for your information. The Advisory Committee held a day-long retreat on and meets regularly on the second Tuesday of each month. Each hour-long meeting consists of the review of the progress of the subcommittees and approval of their work, as needed, a summation of calls made to CIVIL, and, as appropriate, special presentations from both members of the NIH community and external experts.

The work of CIVIL had been funded through the Central Services Committee with a budget of \$140,100 for FY 2001 and was supplemented with support provided by OHRM and the many hours of work by the members of the Advisory Committee and subcommittees. The designated budget included: the salary and benefits of the Response Coordinator; cost of the CIVIL phone lines, including installation of the TTY equipment; computer support from CIT for the redesign of the logo to include the TTY number and enhancements to and maintenance of the website; training for CIVIL members at the annual retreat; and procurement of marketing and educational tools, including notepads, magnets, and computer calendars, as well as the printing of CIVIL Conversations 3 and 4. Further, OHRM support included the provision of office space and equipment, clerical and administrative help, and procurement of shared resources such as video tapes, books, and pamphlets also used by employee relations staff.

IV. Cases and calls

During FY 01, CIVIL received calls from seventeen of the ICs, plus five calls from external or unidentified sources. There have been a total of 50 calls, most of which resulted in advice and referrals for the callers but did not require a convening of the Response Team.

Five of the matters concerned personal relationships between couples, including domestic violence, stalking, and unwanted attention at the workplace. Four were suicides of NIH staff which occurred off-campus but affected fellow workers; one was the murder of an NIH employee by her spouse, who was not an NIH employee. Three involved threats regarding weapons. Fourteen were due to what others perceived as disruptive, odd, or threatening behavior (without a direct threat made). Seven were threats, either direct, veiled or perceived. Ten were employees, management officials or external sources calling to seek advice about a situation not yet out of hand and seeking information about CIVIL's services.

The majority of calls originated from administrative staff, such as the Human Resources offices, Equal Employment Officers, or Executive Officers, with the next largest number (23%) coming directly from employees. The three largest categories of calls were regarding (1) employee to employee harassment or threats, (2) employee to manager threats, and (3) domestic relationship issues.

Response Teams were convened in eleven cases, sometimes meeting multiple times on the same case and on at least two occasions including representatives from more than one institute. The teams consisted of two to five members, the most frequent combination being the Response Coordinator and representatives from EAP and CCR. There were several occasions when the NIH Police were also present. Most of these advisory meetings resulted in one of the following:

- a meeting of staff members in conflict facilitated by the Response Coordinator or a member of the CCR;
- written clarification to employees of behavioral expectations and how to contact EAP;
- alternatives to discipline which included changes in behavior coupled with resources to help enable those changes through EAP, training, or other assistance;
- disciplinary action taken with a safety net clearly put in place for the employee and others in the office affected; and,
- training, information, or consultation from Response Team members from the Division of Safety, the EAP, or the CCR with office colleagues of affected staff member.

Feedback from those served by CIVIL has indicated that they particularly appreciate: (1) the knowledge that they are not alone in handling violent, or potentially violent, incidents but that the expert resources of NIH are working in cooperation with them and in support of them; and, (2) the follow-up services provided. Follow-up calls are made as a continuation of the support to those in the midst of a difficult situation and to determine whether the action plan was appropriate or needs to be adjusted

V. Fiscal Year 2002 Goals

Action Items

- Develop additional Standard Operating Procedures
- Set standards for CIVIL regarding process of triage, of response team, aftermath
- Create guidelines for who should be present at initial meetings
- Start Response Team meetings with statements clarifying confidentiality; end meeting reinforcing message
- Develop standards for communicating with caller about the process from the very beginning
- Finalize protocols on file maintenance
- Incorporate HHS standards
- Clarify restrictions regarding access to information
- Keep personal information only as long as standards permit; maintain file of data for purely statistical analysis
- Increase data tracking

- Track % of type of cases (employee-employee; employee-manager; manager-employee)
- Ask callers how they heard of CIVIL; track marketing efforts
- Consider counter on website
- Define measurement objectives, criteria, and methods – Policy Subcommittee
- Outreach – Prevention/Education
 - Publications in a variety of venues
 - Continue CIVIL Conversations
 - Develop training modules based on some of the proposed Conversation topics
 - Seek additional ways to increase number of presentations/training
 - Increase partnering collaborations
 - Enhance ways to notify both new and current employees
- Continue development and growth of CIVIL Advisory Committee and Response Team
- Aftermath
 - Prepare and post protocols (who to contact if needed and how)
 - Work through practice scenarios with COOP
 - Establish relationships with outside groups (e.g., Red Cross, Suburban, Navy)

Summary

NIH has made significant progress in the initial 21 months of CIVIL's existence. We now have in place a structure to respond to threats and acts of violence in the workplace and are well on the way to begin implementation of an education/prevention program. Through continued support from the Office of the Deputy Director, NIH, we are optimistic that we will be able to assist the NIH in assuring a safe and secure working environment for all of its employees.

Attachments:

- A: Website usage
- B: List of presentations
- C. Roster of CIVIL members

CIVIL Web Site Usage CY'01

Month	Requests	Visits
January	33,914	800
February	47,247	1,661
March	37,848	2,090
April	38,550	1,934
May	39,648	1,912
June	4,950	726
July	4,967	746
August	11,652	993
September	12,257	759

Request

Any hit that successfully retrieves content. Unlike hits, requests are related to content and user behavior. For example, if a user requests an HTML page that has three graphics files, the web server might make a log entry for the three graphics files, the HTML page, and perhaps add some lines for overhead. However, only one request is counted by Analysis.

Visit

A series of consecutive requests from a user to an Internet site. If your log file data includes referrer data, then new visits begin with referring links external to your Internet site. Regardless of whether or not you have referrer data, if a user does not make a request after a specified time period, the previous series of requests is considered to be a completed visit.

Attachment B

Presentations made by CIVIL Coordinators

NIH:

1. Oct 5, 2000 Work Life Fair at CC lobby 8 - 3
2. Oct 19, 2000 STEP presentation; panel member
3. Nov 16, 2000 Sponsored Irene Seastrum at our monthly ER meeting
4. Dec 8, 2000 Staff presentation for National Institute of Nursing Research (11)
5. Jan 16, 2001 Table in 6100 Bldg lobby from 10 - 2:00
6. Jan 17, 2001 CC Violence Prevention team (8)
7. Jan 24, 2001 Clergy in Clinical Center (6)
8. Feb 13, 2001 CIVIL Advisory Committee (15)
1. March 1, 2001 Intramural AO's (20)
2. Mar 8, 2001 EPN lobby (11 - 2)
3. Mar 14, 2001 NEI senior staff (20)
4. Apr 11, 2001 Bldg 49 - animal care workers (45)
5. Apr 19, 2001 Bldg 13 - ORS managers (10)
6. Apr 19, 2001 Bldg 10 - lunch time table (50)
7. Apr 25, 2001 Bldg 49 - animal care workers (45)
8. May 17, 2001 NIA senior staff (15)
17. May 22, 2001 Building 31 - lunch time table (30)
18. May 31, 2001 NIH Disability Task Force (6)
19. June 8, 2001 Animal Caretakers (30)
20. June 13, 2001 Rockledge Cafeteria - lunch table (50)
21. Sept 6, 2001 Violence Against Women seminar in Lipsett (100)
22. Sept 25, 2001 Orientation to NIH (250)

External:

1. Jan 23, 2001 At EAP Roundtable (15)
2. Feb 14, 2001 Leadership Prince George's County (30)
3. Feb 28, 2001 IPMA Montgomery Co chapter luncheon (30)
4. March 1, 2001 ER chiefs at OPM (50)
5. Mar 13, 2001 Dept Commerce - their HR, Security, EAP staff (15)
6. Mar 28, 2001 Session 1 at SOELR, Chicago (30)
7. Mar 28, 2001 Session 2 at SOELR, Chicago (25)
8. May 1, 2001 Dept of Agriculture, Beltsville (15)

Attachment C CIVIL MEMBERSHIP THROUGH SEPTEMBER 30,
2002(rev Sept 2001)

Name	Organization Rep/ Institute	Term Ends	Phone	Subcommittee	Location
Penney Baile	Back-up Response Coor; OD/OHRM	open	41462 05171	Education/Preven tion	Bldg 31, 1C39
Mike Bowler	EAP*	open	63164	Aftermath	Bldg 31, B2B57
Nadel Griffith	Extramural AO, CSR	9/30/04	51099		6701 Rockledge
Joan Brogan	EEO	9/30/03	26583		Bldg 2
Hao-Chia Chen	Intramural scientist, NICHD	9/30/03	62861	Education/Preven tion	Bldg 49, 6A36
Vi Black	Diversity Council, NCI	9/30/03	64796	Education/Preven tion	6/210; Bldg 31
Don Christoferson	EO, NHLBI	9/30/02	62411	Policy	Bldg 31, 5A48
Sue Fishbein	HR Representative, CC	9/30/04	66219	Education/Preven tion	6100 Exec Blvd 3E-01
Rich Freed	Intramural AO, NIAID	9/30/02	67089	Policy	Bldg 10, 4A26
Tara Gillam	HR Representative, NCI	9/30/03	66862	Aftermath	Bldg 31, 3A22
Milton Hernandez	Extramural scientist, NIAID	9/30/03	67291	Aftermath	
Tom Hooven	EO, NICHD	9/30/03	60044		Bldg 31, 2A03
Walter Jones	Executive Officer, CC	9/30/02	63227		Bldg 10, 2C135
Jody Luke	Public Safety, ORS	9/30/02	62685	Education/Preven tion	Bldg 31, B3
Dave Robinson	Intramural scientist, NIDCD	9/30/04	61601	Education/Preven tion	Research Court

Kathleen Moore	Center for Cooperative Resolution*	open	43066	Education/Prevention	Bldg 31, 1B37
Charlie Palmer	Back up, OD/OHRM	open	41460		Bldg 31, 1C39
Steve Rivero	Union, ORS/DES	9/30/03	65083	Education/Prevention	Bldg 31, B1A32
Norka Ruiz Bravo	Extramural Scientist, NIGMS	9/30/04	44499		Bldg 42, 2AN 32K
Sharon Steinberg	Civil Coordinator, OD	open	41465	Attend all, as invited	Bldg 31, 1C39
Ken Stith	Executive Officers	9/30/04	28831		Bldg 31, B1C23

*ex officio